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Corporate Governance Perception of Cooperative Awareness and Partnership Participation as Corporate Governance Practices; Socar Case

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Abstract: There are very few studies in the literature on the applicability of corporate governance principles in cooperatives, it is important for the future of cooperatives to discuss and research the relationship between cooperative awareness and partnership participation, as the most important variables affecting the existence of cooperatives, and corporate governance, and the effects of all these variables on the success of cooperatives. In this respect, with this thesis research, the applicability of corporate governance in Socar in Azerbaijan is investigated together with the variables of cooperative awareness, partnership participation and cooperative success in order to contribute to the literature and the field of management, as a result of the research, a model for the applicability of corporate governance is presented.

The results were discussed and evaluated as a whole with the literature and assumptions, the thesis study basically consists of the sections that form the conceptual and theoretical framework and the application section, a model has been proposed in which there is a positive relationship between cooperative consciousness, partnership participation, corporate governance perception and cooperative success. The data collected from the research sample were collected through a questionnaire. The collected data were analyzed with the SPSS package program. As a result of the analyzes, it was found that the awareness of cooperatives and participation in partnership positively affected the perception of corporate governance; it has been determined that the perception of corporate governance affects the perceived success of the cooperative positively.

Key words: Corporate governance, social and solidarity economy, member participation, cooperatives success, cooperative consciousness.

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INTRODUCTION

The aim and main contribution of this study is to conduct a research on the relationship between the corporate governance perception of the members in cooperatives and the success of the cooperative, partnership participation and cooperative consciousness, based on national and

international literature, for the first time in Azerbaijan, on a population of development cooperatives operating in the oil sector and presenting the results.

The findings and results obtained as a result of this study will contribute to the literature and will enable the cooperatives to carry out activities on the concept of corporate governance on their agenda, at the same time, it will make an important contribution to researchers and academics who are likely to work on this subject.

Corporate governance, which came to the fore with the company scandals in the 1990s, has been due to many reasons such as the acceleration of international capital mobility in this period, the fact that all stakeholders, especially consumers, have the ease of access to information with industry 4.0 and that they want and provide the organization in the face of companies tending to wide areas of activity, has gained importance. In terms of businesses operating in developing countries such as Azerbaijan, the implementation of this management process has become an important factor in terms of making a difference in order to compete in a global market.

It is predicted that if the corporate governance principles agreed upon are implemented effectively, it will positively affect performance and stakeholder satisfaction, and accordingly reduce various risks. All these predictions will ensure that businesses are sustainable in the long run. Therefore, while the implementation of corporate governance is important for the success of the business itself, on the other hand, it will be important in terms of sustainability and lasting success in the economy and social life of the country (Öcal, 2019: 1).

This thesis, which includes research on the applicability of corporate governance in cooperatives, consists of three main parts. Science requires a rational structure. Therefore, the rational structure is filled with factual information obtained from the theoretical framework developed depending on various perspectives (Özlem, 1999: 245). Accordingly, the sections created in this study are integrated with the theoretical and conceptual framework, and the hypotheses created together with the analysis of the data collected from the field.

In the first part of the thesis, the concept of corporate governance is discussed comprehensively. The birth of the concept, its historical development, characteristics and corporate governance as a process are discussed. How the traditional management approach evolves into the corporate governance process is important in terms of presenting the projection for the future.

In the second part of the thesis, the concept of cooperatives is discussed. The birth, development and importance of the cooperative concept are discussed in detail in this section. At the same time, cooperative awareness, partnership participation and cooperative success, which are among the variables of the study, are also discussed in this section.

In the third part of the thesis, the data obtained from the field research on the subject are analyzed. The data were analyzed using both quantitative and qualitative research methods and a holistic view was presented.

The contribution of this thesis at the institutional level; It is the discussion of the applicability of corporate governance in Socar, which operates in Azerbaijan, together with various dependent and independent variables, which are put forward in line with the theoretical ground. The relationship between the variables and the size of the effect also forms a basis for how corporate governance is perceived by the cooperative members.

Problem Condition

A productive and utilitarian human being needs social institutions to secure what he has and accumulates while performing these functions. The basic values of these social institutions are equality, free participation and fundamental rights and freedoms. It is obvious that such social institutions are needed more than ever, especially in societies that prioritize individualism and are

organized on the basis of consumption. The importance of this in the current COVID 19 pandemic conditions is revealed day by day.

Cooperatives were built based on this need and are considered as an organization model that has come to the fore today and are the subject of research. Recently, it has been observed that researchers from various disciplines have begun to think about this issue in a holistic and in-depth manner.

In the field of management, there are various developments due to social change. “Managers” who need to renew the previous process/conceptualizations with the effect of post-modernism also produce new concepts as a result of “discussions” with other areas of management discipline. One of them is the conceptualization of “corporate governance/management”. When considered in terms of strategic management, “corporate governance” is considered as a process. This process/concept, which has been subjected to much criticism in the field of public administration, has ignited a debate about what it serves, apart from the content. On the one hand, those who criticize the "state" with the business logic and argue that it would be more appropriate to assign the "state" the role of the state, emphasize that this concept is essentially the product of a privatist and liberal understanding.

Litureature Review

In parallel with the developments in the private sector, the emergence of various problems in different cooperatives, such as mismanagement, financial scandals and the failure of democracy, led to questioning the quality of governance in cooperatives (Lees, 1995; Cornforth, 2004: 11).

Loursen et al. (2008) found that total dependency on the cooperative had an effect on satisfaction with the cooperative, in their study of joint participation in agricultural cooperatives and the organizational character of cooperatives among Danish cooperatives. Two factors are effective in the participation of the members in the democratic process and these factors are related to the cooperative principles (Act. Everest, 2015: 24).

Österberg and Nilsson, in their study published in 2009, conducted quantitative research on the subject on the Swedish example. In the study, it is said that the democratic decision mechanism is an element that increases the cost in cooperatives. It creates new management structures of cooperatives for greater growth and efficiency, leading to more power in the hands of the ruling elite. Cooperatives bring the success of the private sector to the management of the cooperatives in terms of cost and marketing, which creates a conflict between the cooperative management boards and professional managers (Güloğlu and Korkuz, 2011: 820).

Xiang ve Sumelius (2010), Finlandiya’da ortakların kooperatif yönetimine katılmalarında etkili olan faktörleri araştırmıştır. Nitel araştırma yöntemini kullandıkları çalışmalarında elde ettikleri bu faktörler ise; ortakların motivasyonları, kişisel özellikleri, aile özellikleri, diğer ortaklarla kurulan ilişkilerdir.

In the thesis research conducted by Nkhoma (2011) in Malawi, the factors affecting the sustainability of agricultural cooperatives were investigated and it was revealed that good governance affects the success and sustainability of the cooperative.

The Goal of the Research

The purpose of this research is to investigate and examine the applicability of corporate governance principles in cooperatives based on the opinions of board members, members and other stakeholders of oil producer cooperatives operating in Azerbaijan. In the previous studies, especially in different countries, it was revealed that corporate governance has an effect on the success and sustainability of the cooperative, and it also has an impact on the awareness of cooperatives with the participation of cooperative members (Okem and Tshishonga, 2016).

Therefore, it is among the aims of this study to investigate whether cooperative awareness and partnership participation affect the corporate governance perception of the members and whether this perception has an effect on the success of the cooperative. Thus, the applicability of corporate governance, which is the main objective, will be discussed in terms of partners.

Another aim of the research is to determine whether variables such as gender, education level, age, professional seniority, duration of cooperative membership, and position of cooperative membership cause a significant difference on the effects of corporate governance principles.

1. Cooperative

Cooperativeism is the operation of a group of individuals for mutual benefit as a business organization that is arguably used to improve livelihoods around the world (Khumalo, 2014; Toluwase and Apata, 2013). They are organizations that emerged as a result of the legal regulation of cooperation and solidarity based on the will of the parties, and they contribute to the strengthening of local economies in the face of global movements, by balancing the market against international companies, increasing competition, and helping to ensure fair income distribution (Kanyılmaz Polat, 2010: 19).

2. Corporative Governance

Corporate governance is the system by which companies are directed and controlled. Boards of directors are responsible for the governance of their companies. The shareholders' role in governance is to appoint the directors and the auditors and to satisfy themselves that an appropriate governance structure is in place.

1. Corporative Governance Implications-Socar Case

1.1. Methgod of the Research

The modeling of the research is the stage of designing the skeleton that reveals all the operational structures of the research (Aslan and Güzel, 2018: 53). The research is a survey type relational research, the questionnaire technique was used as a data collection tool in the survey method. Although the study is primarily relational research, it also covers important exploratory research aspects (such as the perception of corporate governance) and detailed causal research features.

1.2. Research Hypotheses

The hypotheses of the research have been prepared by considering similar studies in the literature and the conceptual-theoretical framework. Since the perception of corporate governance and accordingly the applicability of corporate governance constitutes the main backbone of this thesis, it is useful to remind some definitions before hypotheses.

H1: The relationship between Cooperative Consciousness and perceived cooperative success

H2: The relationship between Cooperative Consciousness and perception of corporate governance

H3: The relationship between perceived cooperative success and corporate governance perception

1.3. Data Collectıon Tool and Methodology

The Corporate Governance Scale, which was developed by CLSA and used in studies conducted in different countries, was adapted to cooperatives based on the literature review by us (CLSA, 2001; Klapper and Love, 2003; Şen, 2017). In various studies in which this scale is used, it is seen that the fit index results (RMSEA value of 0.034) provide a perfect fit (Sen, 2017: 112).

Another scale used in the research is the perceived cooperative success scale. Qualitative performance; employee loyalty to the company, increase in job satisfaction, increase in customer

satisfaction are measured together with overall performance. At this point, the perceived success of the cooperative was tried to be measured with the expressions in the scale.

1.4. Analysıs And Interpretatıon Of Research Data

Analysis of Data

The quantitative data obtained were analyzed with the SPSS program. At this point, first of all, descriptive statistics, correlation analysis between variables, factor analysis, reliability analysis, and regression analysis were performed for the analysis of demographic data. The answers obtained from the open-ended questions were frequencyized and interpreted. In addition, in order to strengthen the study and reach a holistic result, a content analysis was made on the websites of the relevant cooperatives.

Findings and Commentary

In this part of the study, the findings obtained from the field research and interpretations of the findings are given.

Demographic Findings

Information on the demographic characteristics of the participants who voluntarily participated in the research are given and interpreted in tables in this section. The demographic information included in the questionnaire are as follows: gender, age, marital status, educational status, having children, duration of cooperative membership, whether or not he served on the cooperative board of directors, corporate governance information, whether there is a member of the cooperative in his family.

Table 1. Distribution of Participants by Gender

	f	%
Male	253	61,6
Woman	158	38,4
Total	411	100,0

As can be seen in Table 1, 61.6% of the participants who answered the survey questionnaire are men. However, the fact that the number of female partners is 38.4% should be considered as a substantial majority. There may be various sociological reasons for the numerical majority of male participants. The most important of these is the existence of a male-dominated social life. Reasons such as the fact that women are visible in the (relative) social and economic life, advocating gender equality, and that there is no or less gender discrimination while sharing the inheritance also affect this situation positively.

Table 2. Distribution of Participants by Age Ranges

	f	%
18-30	25	6,1
31-45	118	28,7
46-59	173	42,1
60-69	80	19,5
70-90	15	3,6
Total	411	100,0

As can be seen in Table 2, the participants participating in the research are mostly between the ages of 46-59. This age range constitutes 42.1% of the participants. Again, the age range of 31-45 is represented by 118 people. The presence of young and middle-aged members is related to the sustainability of cooperatives.

Table 3. Educational Status of Participants

	f	%
Primary school	46	11,2
Middle School	62	15,1
High school	144	35,0
Associate Degree	37	9,0
Licence	94	22,9
Degree	15	3,6
Doctorate	13	3,2
Total	411	100,0

As seen in Table 3, the participants participating in the research are predominantly high school graduates (144 participants, 35%). What is striking in the research is that a significant part of the participants are undergraduate and graduate (master's, doctoral) graduates. These data obtained within the sample also reflect the general characteristics of the cooperatives. In particular, the educational status of those who returned to their hometowns with inheritance and reverse migration processes is higher.

Table 4. Marital Status of the Participants

	f	%
The married	338	82,2
Single	73	17,8
Total	411	100,0

As stated in Table 4, 82.2% of the participants are married. The number of married people is higher in the region due to the early marriage age and the average age of the participants.

Table 5. The Participants' Awareness of the Concept of Corporate Governance

	f	%
Yes	206	50,1
No	205	49,9
Total	411	100,0

50.1 percent of the participants state that they have heard of the concept of corporate governance. Many panels, meetings, etc., related to the concept of "governance" of local governments. We can state that this situation is confirmed by the fact that the participants are organized at the associate, undergraduate and graduate levels.

Normality and Reliability Analysis

The normality assumption of the research was made. When the degrees of skewness and kurtosis are between -1.5 and +1.5 according to Tabachnic and Fidel (2013), it is concluded that the data are normally distributed. A kurtosis value of -1 to +1 is considered excellent for most psychometric purposes. However, depending on certain applications, this value can be accepted as values between -2 and +2 for some researchers (George & Mallery, 2012).

The Kolmogorov-Smirnov test is the most widely used hypothesis test that tests the normality assumption of the data (Kalaycı, 2006). As a result of this test, if the p value is greater than 0.05, it is concluded that the data are normally distributed. According to these results, our research data show a normal distribution. For this reason, parametric tests will be applied in the analyzes related to the related hypotheses.

Table 6. Normality and Reliability Analysis

	Corporate Governance Perception	Affiliate Engagement	Cooperative Consciousness	Perceived Cooperative Success
N	411	411	411	411
x̄	3,8336	4,0230	4,1661	4,0057
Median	3,8728	4,0000	4,1429	4,0000
Minimum	1	1	1	1
Maximum	5	5	5	5
skewness	-, 375	-, 847	-,639	-,737
Kurtosis	,060	,583	,220	,312

Reliability analysis is used to test the qualities and reliability of the scale items or questionnaires used in the research (Kalaycı, 2010: 403). The most widely used model among the models used in reliability analysis is the alpha (α) model (cronbach alpha coefficient). This method investigates whether the k questions in the scale represent a whole showing a homogeneous structure. This coefficient, which takes a value between 0 and 1, is called the Cronbach's alpha coefficient. (Kalaycı, 2010: 405).

- ✓ α value; In the range of $0.00 \leq \alpha < 0.40$, the scale is unreliable.
- ✓ α value is in the range of $0.40 \leq \alpha < 0.60$, indicating that the scale has low reliability.
- ✓ α value; It is seen that the scale is quite reliable in the range of $0.60 \leq \alpha < 0.80$.
- ✓ α value; It is accepted that the scale is highly reliable in the range of $0.80 \leq \alpha < 1$.

The reliability of the scales or scale items used in the study was calculated as $\alpha = 0.979$. According to the alpha model, this result shows that the scales are highly reliable.

Factor Analysis and Descriptive Findings (Frequency Analysis)

Factor analysis is a type of analysis that gives an idea about the relationship structure between a large number of variables that are thought to be related to each other and is used for the interpretation of these variables. The factor eigenvalues for each sub-dimension applied in the study are also included in the tables. While calculating the eigenvalue, values below .50 are not taken into account. The larger the variance ratios obtained at the end of the analysis, the stronger the factor structure. It is accepted that this level is between 40% and 60% in social areas (Tavşancıl, 2002: p.48).

Factor Variables of Expressions of Cooperative Consciousness Variable

Table 7. Factor Values of Expressions of Cooperative Consciousness Variable

Expressions	Number	Avg.	S.S.	factors
				F1
Continuity between partners and managers communication is being established	72	4,2579	,91986	**,818**
The cooperative has a responsibility to work for the protection of the environment.	75	4,3017	,88976	**,804**
In the cooperative, the partners have equal voting rights.	66	4,1338	1,00443	**,780**
The cooperative has a responsibility to work for the sustainable development of the society in which it lives.	74	4,3723	,93818	**,774**
There is no coercion to anyone in entering and leaving the cooperative.	62	4,2725	,86600	**,754**
The cooperative is managed and supervised by the partners.	65	4,2652	,95009	**,747**
Shareholders democratically control their capital at the	67	3,3650	1,43072	**,746**

general assembly.				
The cooperative has cooperation with other cooperatives in the region and the country.	73	4,1022	1,06348	**,740**
Activities approved/approved by partners are supported	68	3,3440	1,12153	**,724**
It should inform the youth and the society about the benefits of the cooperative.	71	4,4501	,84641	**,691**
There is no race, language, gender, political discrimination in partnership with the cooperative.	64	4,2092	,91065	**,682**
Cooperative; Partners should train managers and staff on cooperatives	70	4,3942	,90816	**,666**
Relations with the state and other organizations do not harm the cooperative	69	3,9562	1,09457	**,651**
Cooperative partners fulfill their responsibilities.	63	3,6034	1,32366	**,570**

Values below 0.50 regarding the value found in the KMO test are not accepted. 0.70 is good, 0.80 is very good, 0.90 is excellent (Tavşancıl, 2002: p.50).

In descriptive analysis, the standard deviation and mean of each statement in the scale were calculated for the variable group to which it belongs. Findings are interpreted according to the table below.

Explanation rate of total variance (%) 65,387 KMO value ,927 Chi-square value 3606,821 Degree of freedom 91 Significance value 0.000 Cronbach's Alpha value .953. As a result of the first stage factor analysis, it was seen that the expressions related to the awareness of cooperatives were gathered under a single factor. The explanation rate of the total variance is 65,387%.

The KMO value for factor analysis is .927. The Bartlett test is significant (0.000), there are high correlations between the items, so the dataset is very good for factor analysis. Factors with eigenvalue statistics greater than 1 were considered significant. As a result of the reliability analysis, the alpha value of the reliability coefficient was found to be 0.953.

For the descriptive analysis, the standard deviations and averages were calculated for each item in the scale and for each element group to which it belongs. Accordingly, the expressions in the variable include “cooperative; partners, managers and staff should be trained on cooperatives” has the highest average score with an average of 4.3942. The expression with the lowest average with an average of 3.6034 is the expression “cooperative members fulfill their responsibilities”. Other expressions fall between these two averages. In general, the total average of the values is 3.7756. This value shows that the answers given by the participants to the variable of cooperative success are highly positive.

Factor Variables of Perceived Cooperative Success Variable Expressions

Table 8. Factor Values for Perceived Cooperative Success Variable

Expressions	Number	Avg.	S.S.	factors
				F1
I will increase my trading share in the future.	79	3,8735	1,1058	**,892**
Cooperative management is successful.	81	4,1630	1,0477	**,825**
My income level thanks to the cooperative rose.	80	3,7713	1,2041	**,751**
I recommend it to my friends.	77	4,2628	,87181	**,747**
I will be in administration in the future.	78	3,6545	1,3765	**,746**
I will continue to be a member in the future.	76	4,3090	,80812	**,727**

Explanation rate of total variance (%) 61, 374 KMO value ,796 Chi-square value 1427.59 Degree of freedom 15 Significance value 0.000 Cronbach's Alpha value .865.

As a result of the factor analysis of the cooperative success scale, a single factor scale was formed. These factors explain 61,374% of the total variance. The KMO value of the scale is ,796, and the c.alpha value is ,865. The scale is valid and reliable. The lowest value among the factor values of the expressions of the cooperative success variable is the expression "I will continue to be a member in the future" and has a value of ,727. The highest value is; It is the expression “I will increase my trading share in the future” and has the value 892. Since all factor values in this variable were above the value of .50, all of them were taken into consideration.

For the descriptive analysis, the standard deviations and averages were calculated for each item in the scale and for each element group to which it belongs. Accordingly, among the expressions in the variable, "I will continue to be a member in the future" has the highest average score with an average of 4.3090. The expression with the lowest average with an average of 3.6545 is the expression "I will enter management in the future". Other expressions fall between these two averages. In general, the total mean of the values is 4.0056. This value shows that the answers given by the participants to the variable of cooperative success are highly positive.

Testing Hypothesis 2:

Hypothesis 2: Cooperative awareness positively affects perceived cooperative success.

In this hypothesis, in which cooperatives awareness is considered as the independent variable and perceived cooperative success as the dependent variable, correlation analysis was performed to determine the relationship between the two variables.

Table 9. Correlation Between Cooperative Consciousness and Perceived Cooperative Success

		Cooperative consciousness	Perceived Cooperative Success
Cooperative Consciousness	Pearson Correlation	1	, 795**
	significance		,000
Perceived Cooperative Success	Pearson Correlation	, 795**	1
	significance	,000	

N: 411, Correlation is significant at the 0.01 level.

There is a highly positive correlation between cooperative awareness and perceived cooperative success (, 795). Pearson correlation was used in the analysis. Regression analysis was performed to test the relevant hypothesis.

Table 10. Regression Analysis Table between the Independent Variable of Cooperative Consciousness and the Dependent Variable of Perceived Cooperative Success

Non-Standardized Coefficients			Standardized Coefficients	
	B	***Standard error***	***β***	***t***
Fixed Coefficient	0,75	0,151		18,743
Cooperative Consciousness	0,944	0,036	0,795**	15,901
Regression Model Summary				
R^2= ,632; 1,546	*adjusted R^2= ,631;*	*Durbin Watson Test Value =*		
F Value = 701,648;	*p=0,000<0,001;*	***p<0.01;*	**p<0.05*	

According to the simple linear regression analysis, the *R*2 value was found to be ,632. The rate of explaining the dependent variable of the independent variable is 63 percent. In the linear regression model, the coefficient value (β value) of the independent variable "cooperative

consciousness" is ,944. This value shows that 1 unit increase in the independent variable increases the dependent variable by ,944 units. In addition, the positive value indicates that there is a linear relationship between the independent variables and the dependent variables. The contribution of the independent variable to the model is significant (p=.000). According to the ANOVA test results, the model is significant (p=.000). This shows that the awareness of cooperatives has a significant and positive effect on the perceived success of the cooperative. With this result, Hypothesis 2 was accepted.

Testing Hypothesis 3:

Hypothesis 3: Cooperative awareness positively affects the perception of corporate governance.

Table 11. Correlation between Cooperative Consciousness and Perception of Corporate Governance

		Cooperative awareness	Perception of Corporate Governance
Cooperative Consciousness	Pearson Correlation	1	, 744**
	significance		,000
Corporate Governance Perception	Pearson Correlation	, 744**	1
	significance	,000	

N: 411, Correlation is significant at the 0.01 level.

Pearson correlation test was used to test the relationship between cooperative consciousness and corporate governance perception. Pearson correlation value was found to be ,744. It is significant at the 0.01 percent level. There is a high degree of correlation. Then, regression analysis was performed to test the hypothesis.

Table 12. Regression Analysis Table between the Independent Variable of Cooperative Consciousness and the Dependent Variable of Perception of Corporate Governance

Non-Standardized Coefficients			Standardize coefficients	
	B	***Standard error***	***β***	***t***
Fixed Coefficient	0,274	0,160		1,709
Cooperative Consciousness	0,854	0,038	0,744**	22,526
Regression Model Summary				
R^2= ,554; 1,436	*adjusted R^2= ,553;*	*Durbin Watson Test Value =*		
F Value = 507,436;	*p=0,000<0,001;*	***p<0.01;*		**p<0.05*

According to the simple linear regression analysis, the *R*2 value was found to be ,554. The rate of explaining the dependent variable of the independent variable is 55 percent. In the linear regression model, the coefficient value (β value) of the independent variable "cooperative consciousness" is ,854. This value shows that 1 unit increase in the independent variable increases the dependent variable by 854 units. In addition, the positive value indicates that there is a linear relationship between the independent variables and the dependent variables. The contribution of the independent variable to the model is significant (p=.000). According to the ANOVA test results, the model is significant (p,000). This shows that the awareness of cooperatives has a significant and positive effect on the perception of corporate governance. With this result, Hypothesis 3 was accepted.

Conclusion, Discussion and Recommandations

This study is aimed at “Corporate Governance İmplications-Socar Case” searched for a valid answer to the question. There are very few studies on this question in the literature, and an answer is sought. The power of these answers to explain the process as a whole is lacking for various reasons. One of these reasons is the lack of studies on the subject using quantitative or qualitative research methods.

As a result of the research, a remarkable and important result is that women are active in cooperatives. Participating in the management of the cooperative in the context of the conceptualization of gender equality of the women participating in the research and their thoughts on cooperatives are emphasized as an important result.

Corporate governance ensures sustainability and success with mechanisms such as responsibility, fairness, transparency and accountability. While all these processes are being carried out, it has become important to protect the rights of stakeholders in order to achieve these goals, especially since the globalization process has increased competition. Corporate governance practices come to the fore in order to measure and evaluate the authorities, formation, basic and subordinate duties, social and financial rights of the board of directors, and similar facts at the point of solving the problems of the cooperatives arising from the proxy and in terms of stakeholder satisfaction. It is obvious that in the issue of "partnership", which is one of the important factors that distinguish cooperatives from businesses, it is trying to complete its deficiencies in the observance and protection/development of rights.

Recommendations for Cooperatives

It has been revealed that cooperative awareness and partnership participation are important in eliminating the problems experienced in cooperatives, and all these affect the perception of corporate governance. It is possible that the corporate governance perceptions of the cooperative members also have a positive effect on the perceived success of the cooperative, so the application of corporate governance principles can increase the qualitative and quantitative success of the cooperative. One of the conditions for the cooperative members to survive in competitive conditions is the strengthening of the cooperative.

At this point, it should be expected that cooperative managers primarily form a corporate governance board. A transparent process can be maintained by regularly sharing information about the financial situation of the cooperative through the website. Accordingly, cooperatives should first keep their websites updated in preparation for the corporate governance process.

It is also necessary for cooperatives to operate in line with the principle of responsibility and to be more involved in social life. In this context, it is important that they create activities that can produce solutions to the problems of the society, especially with local governments. Cooperatives are required to apply a fair management approach in their decision mechanisms in accordance with the principle of fairness.

Recommendations for Researchers

It will be important for researchers who are likely to study the applicability of corporate governance in cooperatives, first of all, to expand the universe in order to understand the process.

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